

台灣系統整合服務業者轉型為雲端服務提 供商之可行性研究

A Feasibility Study on How Taiwanese System Integrators Transform into Cloud-based Service Providers

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摘要

雲端運算的浮現，雖為資服業者創造市場機會，但也造成既有市場願付價格下滑的窘境；所以，如何協助資服業者有效創新、維繫永續，便成為重要課題。唯國內目前雲端相關研究，從服務提供商觀點出發者為數甚少，無法為業者提供具體建議；因此，本研究透過個案研究，基於三角驗證法，針對個案主管、協銷廠商，及目前接受該服務之中小企業進行訪談，並透過經濟、技術與作業等三面向分析，探討國內系統整合服務業者槓桿雲端科技進行轉型之可行性。研究結果發現，業者如能槓桿自身及外部資源發展客製服務，將有機會轉型為雲端服務提供商，藉此切入新市場、創造新資訊應用與服務模式，並迅速達到損益兩平目標；但是，如何有效進行配套調整，亦將成為關鍵。

關鍵字：系統整合服務業、雲端運算、中小企業、電子發票、企業轉型

ABSTRACT

The economic recession together with the popularity of cloud techniques have resulted in firms being unwilling to pay more for the traditional model of IT service offering. Means for helping system integrators generating new value and ensuring business sustainability by leveraging new technical applications become crucial. To respond to this challenge, this paper targets cloud-enabled practices, investigating whether system integrators can successfully transform into cloud-based service providers. Case-based research on a representative Taiwanese system integrator was conducted; 12 managers from various corporations with different positions and business focuses were interviewed. Financial, technical, and operational feasibility were evaluated on the basis of the collected data. Our results demonstrate that the system integrator is possible in transforming into cloud-based service providers, thus providing customized services and expanding their service targets. However, it is cautioned that corresponding adjustments are also critical for the aforementioned process.

Keywords: System integrators (SI), Cloud computing, Small and medium-sized enterprises (SMEs), E-invoice, Business transformation